



Early Journal Content on JSTOR, Free to Anyone in the World

This article is one of nearly 500,000 scholarly works digitized and made freely available to everyone in the world by JSTOR.

Known as the Early Journal Content, this set of works include research articles, news, letters, and other writings published in more than 200 of the oldest leading academic journals. The works date from the mid-seventeenth to the early twentieth centuries.

We encourage people to read and share the Early Journal Content openly and to tell others that this resource exists. People may post this content online or redistribute in any way for non-commercial purposes.

Read more about Early Journal Content at <http://about.jstor.org/participate-jstor/individuals/early-journal-content>.

JSTOR is a digital library of academic journals, books, and primary source objects. JSTOR helps people discover, use, and build upon a wide range of content through a powerful research and teaching platform, and preserves this content for future generations. JSTOR is part of ITHAKA, a not-for-profit organization that also includes Ithaka S+R and Portico. For more information about JSTOR, please contact support@jstor.org.

The Workers and Production

EDITOR'S FOREWORD

By SAMUEL GOMPERS

President, American Federation of Labor

PRODUCTION is the great world problem of today.

Great portions of the world are in actual paroxysms because the machinery and the intelligence of production have not recovered from the calamity of war.

The reflex of the world's misery finds its expression in the industrial life of our own country.

We cannot escape the problem of production. We must meet it and come as near to a solution as may be possible, or we shall suffer.

We are face to face with no simple problem. No magic will remove the tangle.

Mere expenditure of more muscle power will not bring us out of the difficulty.

It is the intelligent coördination of effort and the proper reward of effort that we must arrive at.

Organized labor stands firm and will continue to stand firm in its demand for a proper consideration of the workers in industry. It will not suffer standards to be broken down. It aims constantly at improvement of standards.

What American genius is called upon to accomplish today is so to guide the machinery of production as to meet the needs, while providing for labor a just reward and a proper share in the business of determining conditions and policies.

Engineering science, in the broadest and best meaning of that term, has open before it in this great quandary of civilization a field that is unlimited and that must inspire to service.

The trade union movement offers its best and it has the right to hope for the best from those whose sphere lies in the management and guidance of industry. The trade union movement welcomes every thought and plan, every device and readjustment that will make expended effort more valuable to humanity. It bars the way only when it is sought to make the worker pay the bill for his own increased effectiveness as a producer.

The workers in industry and the great engineering minds in industry have in common the greatest inspiration in life—service to humanity.

There has already been established a strong bond between these two creative forces. It will be well for the world if this bond can be made stronger and if the actual thought and effort of the two dynamic forces can be more intimately related.

I believe the great rank and file of our people are resolved that there must be a better world in the days and years to come. I believe there is a great determination to remove injustice and to make possible for all useful people a higher, fuller, finer life, with more of freedom and more of self-expression for all.

Almost at the heart of the problem of how to make a reality out of this great human aspiration is the practical business of adjusting the production of those commodities upon which modern civilization rests its existence.

We shall find our way through by no formula or pattern, but by a constant giving of the best thought of all in

a real consecration to the ideal of service.

The workers and production—the title under which I express these thoughts—means the workers and life. That is to say, the workers and the life of the nation, spiritual and mental as well as physical.

To contribute to the thought that is centered upon a better life for those who work, upon a nobler life for the nation and a higher plane for it in the civilization of the world, is a privilege to be sought.

The worker has always given—he has given even unto the bitter dregs of a broken life and an embittered soul. The progress of the world can be measured by the stages of labor's liberation.

The last drag upon the worker's heart and brain, upon his enthusiasm for service, upon his simple efficiency at the bench and forge, is the lingering ideal of production for profit alone.

The greatest single achievement for progress possible to this day and this generation is the substitution in industry of the ideal of production for use—for service—and not for profit alone. The profit ideal constricts the creative productivity of both managers and employees.

It is a great attribute of human nature that it will fling itself prodigally into expenditure of effort that offers opportunity for the free expression of the spirit of man and the ideals of man. The same unfathomed attribute leads men to struggle ceaselessly against compulsion and coercion.

It is not enough to have unchained the bodies of the workers. It will mean infinitely more to the world when the restraints shall all have been removed from the minds and souls of men and women everywhere.

Every tendency and every practice of the labor movement have been con-

sciously or unconsciously toward that end. The intelligent coördination of effort and the proper reward for effort, of which I have spoken, are means toward that end.

The spirit of free adventure and high achievement that a half century ago made of American industry the marvel of the world must be brought back, revived by a re-creation of the freedom for man's imaginative genius and for bold effort that marked that period and the years following.

The men who first threw railroads across America have little in common with the men who today go through an endless repetition of identical motions at a machine or bench in a crowded factory. There is a spiritual difference that directly relates to the sum total of human accomplishment.

Perhaps it will take all the effort of the labor movement and all of the thought of all of the sciences to release the energy that is withheld by the spiritual cramping and binding of the millions. It is the release of this great flood of energy, this dash of spirit, this will to achieve, this spiritual desire to serve, that must be freed for the coming civilization.

To the idealism and aggressiveness of the labor movement the technical skill and the inventive genius of the engineer are fitting and needed complements.

The labor movement cannot and will not sacrifice anything of its militancy, because that is the jewel of its being, the heart throb of its existence. But it can and does welcome every helpful effort toward the development of a higher and better and freer manhood and womanhood. The labor movement is entitled to this coöperative joining of honest effort and the world is in painful need of it. There is a duty to mankind that is above and beyond all other duty and men every-

where are today called upon to answer that high summons.

The workers and production—there is the heart of the struggle for liberation. Liberation is the answer, and only through liberation can there be a solution of our problems. We need to have the thought of men working, instead of workingmen.

The men and women who have given their time and thought to the formula-

tion of the papers published in this volume have given service toward the great end in view. The spark of inspiration is in many of the pages of this volume. It is the hope that the thought that has gone to make this volume a helpful contribution toward the effort to ease the way of progress may be appreciated at its true value and that the seeds here planted may grow and prosper in the minds of men.